Exclusive: 19,000 super workers speak their minds

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Supermarkets

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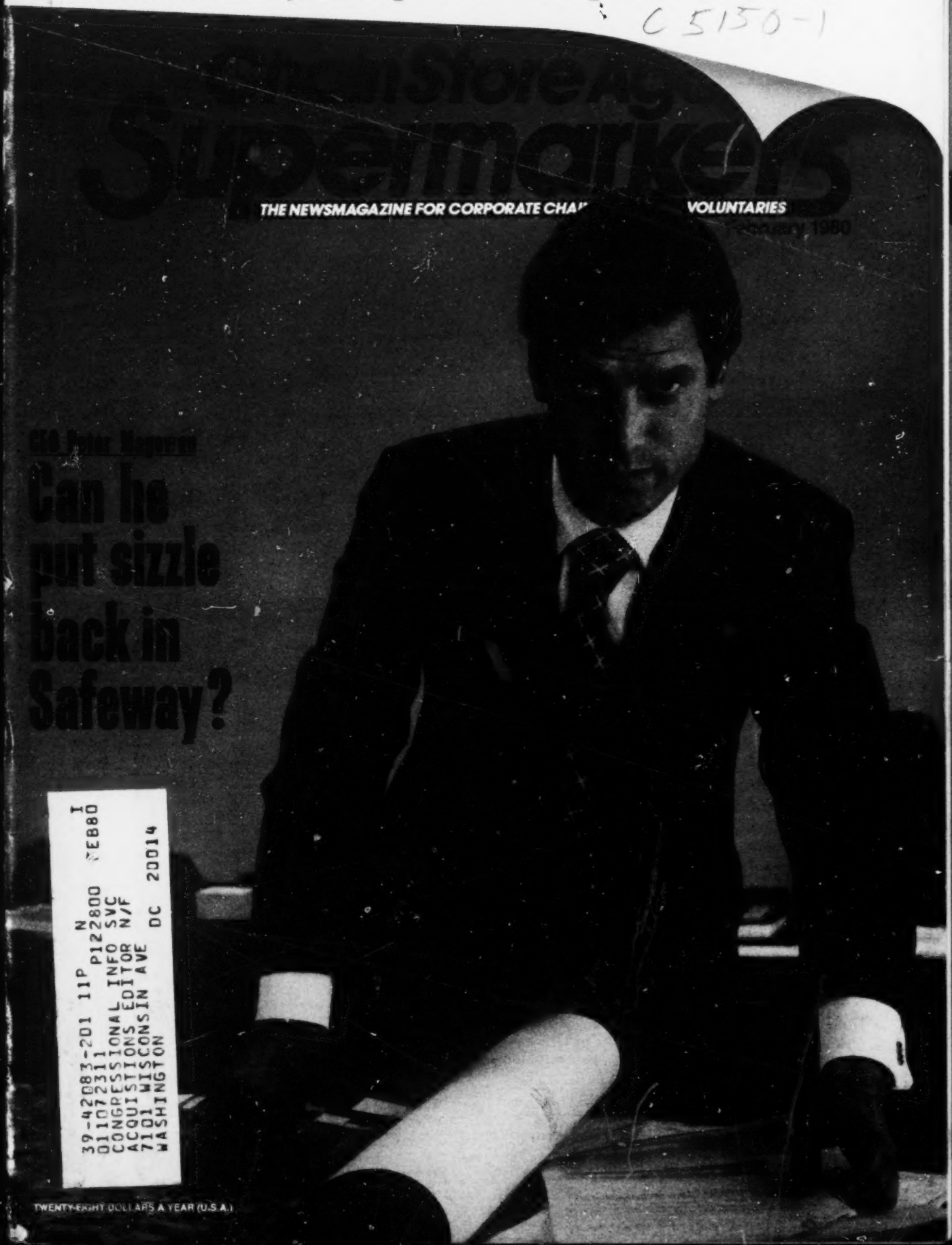
CEO Peter Magowan

Can he put sizzle back in Safeway?



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Chain Store Age
Supermarkets

53 **Exclusive: Employee Attitude Survey**

What do your workers really think about their jobs? their employers? their co-workers? *CSA* asked 19,000 of them—and got some surprising results. This 14-page study presents some bold guidelines for getting more productivity out of supermarket employees.

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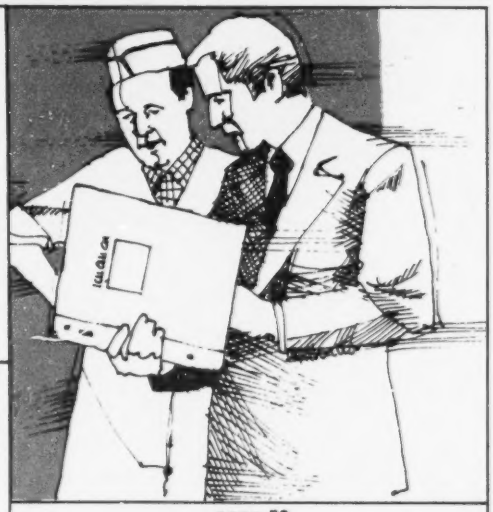

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EXCLUSIVE *CHAIN STORE AGE* REPORT

Employee Attitude Survey: What do supermarket workers really think?

EMPLOYEE ATTITUDE SURVEY

Benchmark study explodes long-held myths about the attitudes of supermarket workers

☐ The same headquarters executives who can glibly rattle off the gross margin and turn of every item in the supermarket probably would be hard-pressed to say anything meaningful about the people who stock the shelves, process customers' orders and administer the stores. Every area of operations in the food retailing business, from site selection to front-end procedures, gets merciless scrutiny from top management, but personnel-oriented programs are often implemented in slapdash fashion with little or no follow-up analysis to determine if they are actually meeting management's goals.

The reason this hypothetical upper-level manager would find it so tough to comment meaningfully is that few supermarket companies have done any research to find out what makes their own store people tick. It is ironic that in an industry that pays so much lip service to the importance of its people, the employees are such a mystery to those above them on the corporate ladder.

Certainly, this industrywide ignorance can't be excused on the basis of priorities. What could be more important than finding out about the people who actually make things happen at the point-of-sale? The supermarket industry spends a whopping 50% of total gross margins on their employees, yet they know next to nothing about these workers.

Improving the bottom line: Nor can it be argued that learning to manage personnel more effectively—by investigating their likes and dislikes, wants, needs and desires relating to the job—won't show up on the bottom line of the financial statement. Not only are better-satisfied workers more productive from just about every standpoint, but improving "people programs" offers the best hope for combatting one of the food retailing business' most serious problems: employee turnover.

It costs a retailer $250 every time an employee leaves his company. And that figure does not even take into consideration the fact that an unsatisfied worker may turn into a goldbrick, become rude to shoppers or even start stealing before severing connection with the business.

Remember, most workers would rather be fired than quit so that they can collect unemployment compensation. An unhappy worker may therefore resort to unacceptable behavior to provoke management into terminating him.

The supermarket industry's databank on its own work force resembles a map of the world drawn before Columbus set sail from Spain: Some of the facts are wrong—and there are vast areas of the landscape covered by the word "Unknown."

Chain Store Age Supermarkets commissioned the industry's first Employee Attitude Survey to properly redraw and fill in that map. For the first time, the food retailing business has benchmark statistics covering the attitudes of both managers and nonmanagers at the store level concerning work, promotion, co-workers, pay and supervision.

From this base, it will be possible for individual companies to use similar testing instruments to find out where their own employees rate

compared to this national sample of 19,000 supermarket people. This, in turn, will make it possible for retailers to experiment with human resource programs in much the same way they currently test new merchandising strategies.

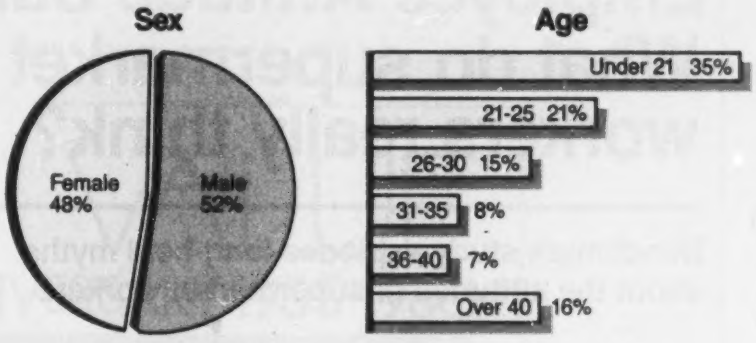
Exploding pay myth: Probably the most important finding to emerge from this study is the explosion of the myth that raising pay is the only thing that can affect the satisfaction level of employees. The data presented on the following pages proves that pay is only the fourth most important factor affecting worker satisfaction.

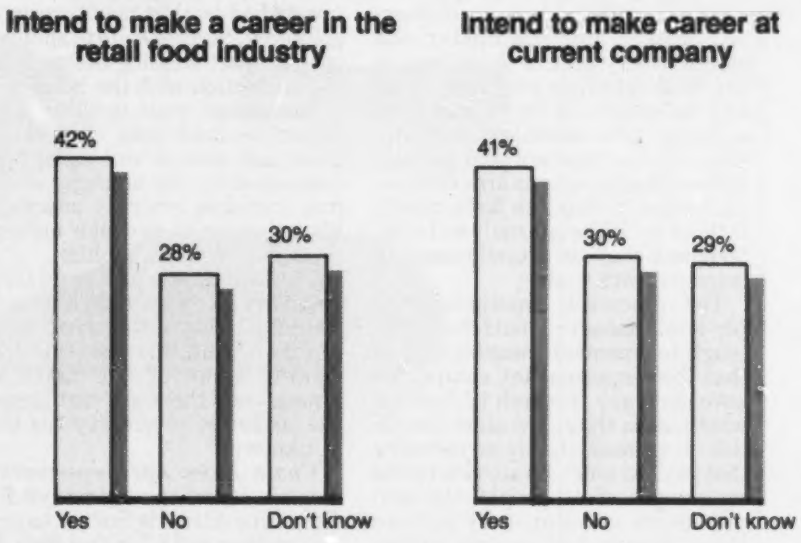
Many of the difficulties between workers and top management appear to boil down to problems in communication. Many programs pushed down the chain of command from headquarters simply have no impact at all on the average worker in the store. This goes for everything from affirmative action to career development planning. In no other area of activity within the supermarket industry could policies with such miserable track records continue to function undisturbed.

That is, in fact, the problem. Since management experiences great difficulty communicating with its work force, there is no feedback to guide top-echelon decision makers in fine-tuning human resource activities.

The Employee Attitude Survey is a long-needed tool. Those supermarket top managements that can put it to best use stand to gain an edge in the 80's over those companies that continue to regard their employees as simply a payroll to be met. □

—Arnie Katz





Survey methodology

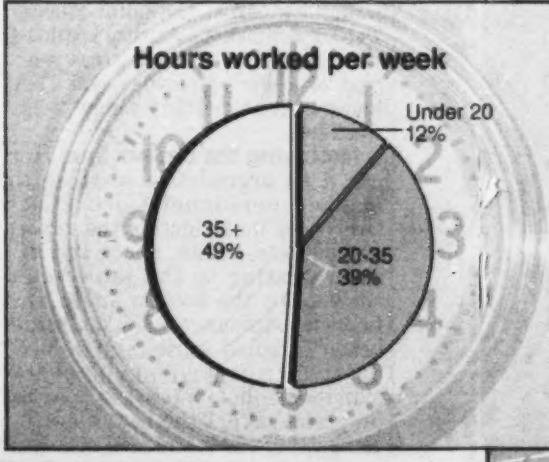
The results of the Employee Attitude Survey are based on questionnaires sent to 19,000 people working in supermarkets. There are 248 stores represented, owned by 37 multiunit and 38 single-unit operators. The participating supers provided the information from which the store profiles were constructed.

The survey itself consists of 99 job-related items divided into five categories—work, promotions, co-workers, pay and supervision. The questionnaire asked workers to evaluate each statement's applicability to his or her own situation by putting a "Y" (Yes), "N" (No) or "?" (Undecided) next to each one.

The study treated the responses in two ways. First, satisfaction scores, ranging from 0 to 54, were created for each area. The sum of the five component parts produced the *level of satisfaction* scores frequently referred to in this report.

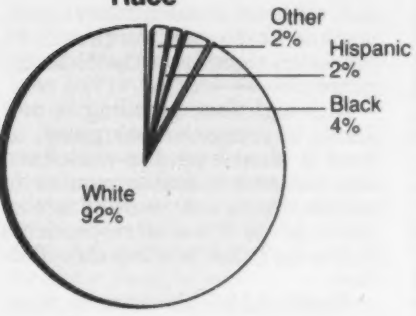
The study also tabulated the number of positive responses to each item for purposes of comparison.

Finally, the questionnaire also provided space for the respondents to make a comment about any aspect of their jobs.

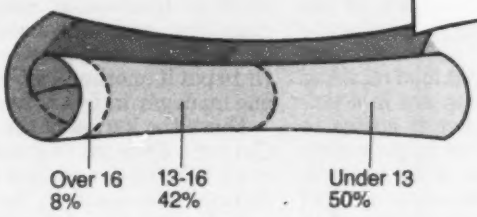


EMPLOYEE ATTITUDE SURVEY

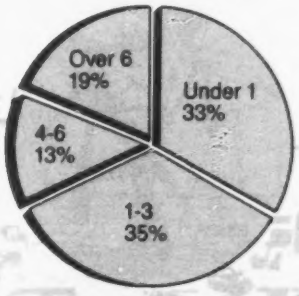
Race



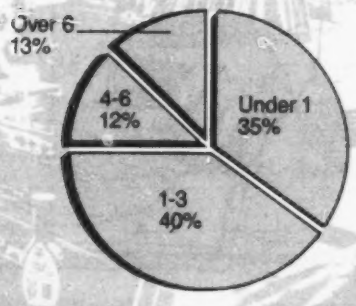
Years of formal education



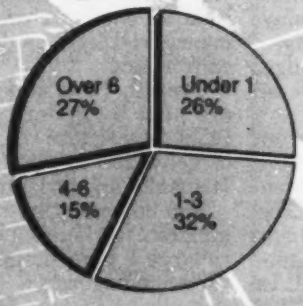
Years in current job



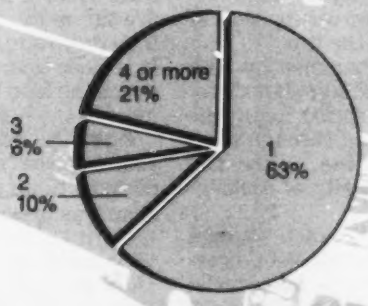
Years in same store



Years with same company



Stores worked for this company



EMPLOYEE DEMOGRAPHICS

Men still dominate managerial ranks

☐ A demographic analysis of the respondents to the employee attitude study reveals that one of the supermarket industry's most acute "people problems" is sexual inequality. It is plain that food retailing companies as a group are in a vulnerable position when it comes to defending themselves in the courts against class action suits brought by female employees seeking equal opportunities for advancement in the supermarket field.

Overall, men predominate over women numerically in the food retailing business, accounting for 52% of the total work force. However, this ratio is not maintained uniformly up and down the job ladder. Women fill a majority of the lower-rung jobs, while men occupy most of the positions near the top.

Women outnumber men by 53% to 47% in nonmanagerial slots. That's hardly a surprise to anyone who has ever passed through a supermarket checkline, since the overwhelming majority of cashiers are women.

However, the balance swings quite sharply in the opposite direction when it comes to managerial positions. According to the study, approximately 83% of all managers at store level—that means store managers, assistant managers and department managers—are men. Or to put it another way, fewer than one manager in five is female.

That's the kernel of the problem. Current Federal regulations require that the percentage of women managers be equal to the percentage of women in the overall work force. Clearly, the industry is some distance from realizing this goal of sexual parity at work.

Of course, many companies have already recognized the difficulty and are attempting to work more women into their management picture. Women in management roles are far more commonplace today than they were just a few years ago. It is clear that this is one challenge which the food business will have to meet in the new decade.

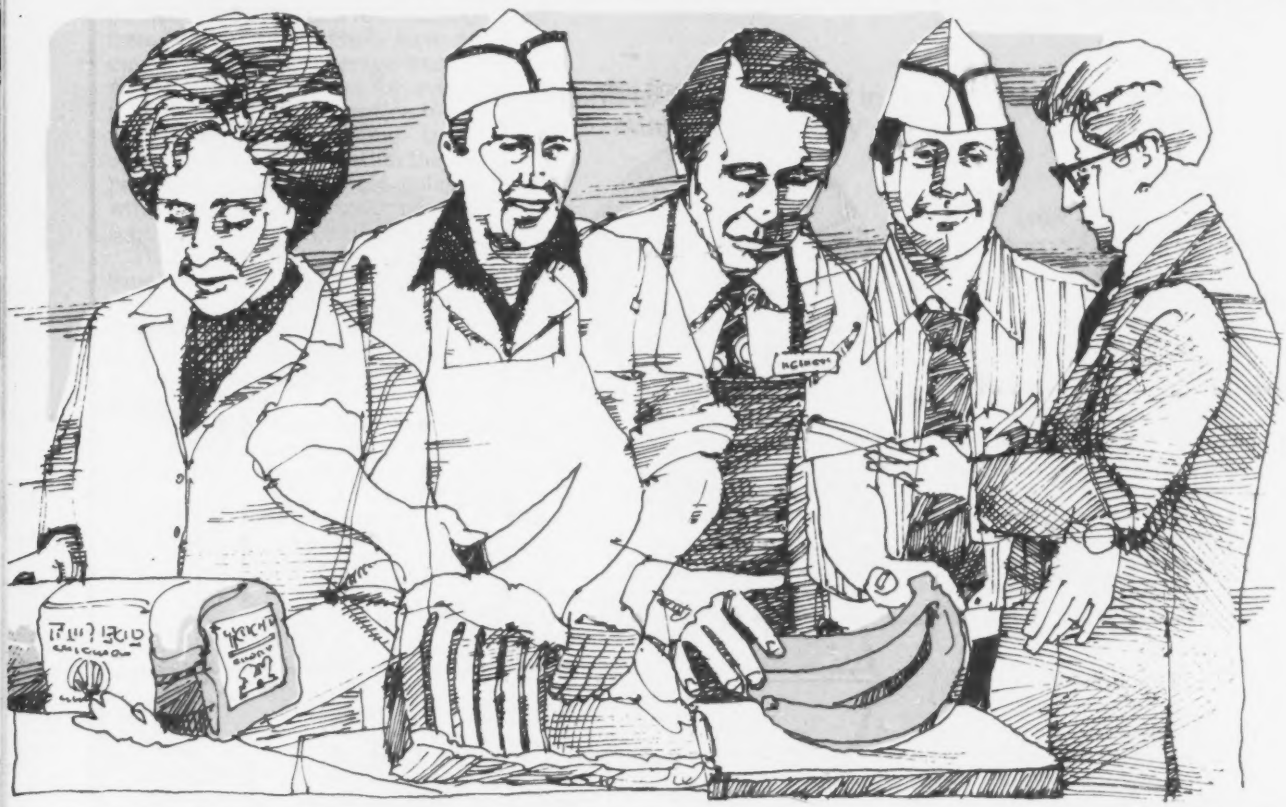
Age: The accent is definitely on youth in the retail food industry, perhaps to an even greater degree than was previously supposed. The majority of store workers are under 25 years of age, and more than one-third are still under 21 years old. In fact, there are about as many supermarket employees in the 21-25 bracket as there are in the 26-35 age range.

Although food retailing is evidently a young person's game, at least at store level, the work force also contains a sizable number of people who are 40 years of age or more. About 13% of all respondents to the study fall into this classification.

Race: Although there is some question about the supermarket industry's record in the area of sexual discrimination, retailers have apparently moved aggressively to establish racial equality within their operations. The demographic analysis shows that minority workers have as good a chance to rise to managerial level as do their white co-workers.

Overall, 7% of supermarket jobs are held by minority employees. Blacks constitute the largest block of nonwhite workers, followed by Hispanics and Orientals.

The important news here is that minority workers constitute almost as large a percentage of managers as nonmanagers.



Worker tenure: The rapid turnover in the work force has long concerned supermarketers—and with good reason. The "revolving door" syndrome makes it hard to keep stores operating efficiently and gets in the way of maintaining policies and procedures established by company management.

Illustrating the gravity of the turnover problem, one out of every four supermarket workers has been with their current employer less than one year. A solid majority, 58%, has been with the same firm for three years or less.

Most workers will spend their entire time with a company at the same store, but a sizable minority of 37% has put in time at two units or more. A little over one-fifth of the sample could be described as supermarketing gypsies, since they have toiled at four or more supers for the same company. Only 25% of longtime employees—those who have lasted beyond three years—are still at the same supermarket.

Managers are no less mobile than the workers they supervise. The study suggests that few of them get to stay in one place for any great length of time.

Of the stores surveyed, 23% had managers who had been in that post for less than one year. An additional 20% had managers with between one and two years in the same super.

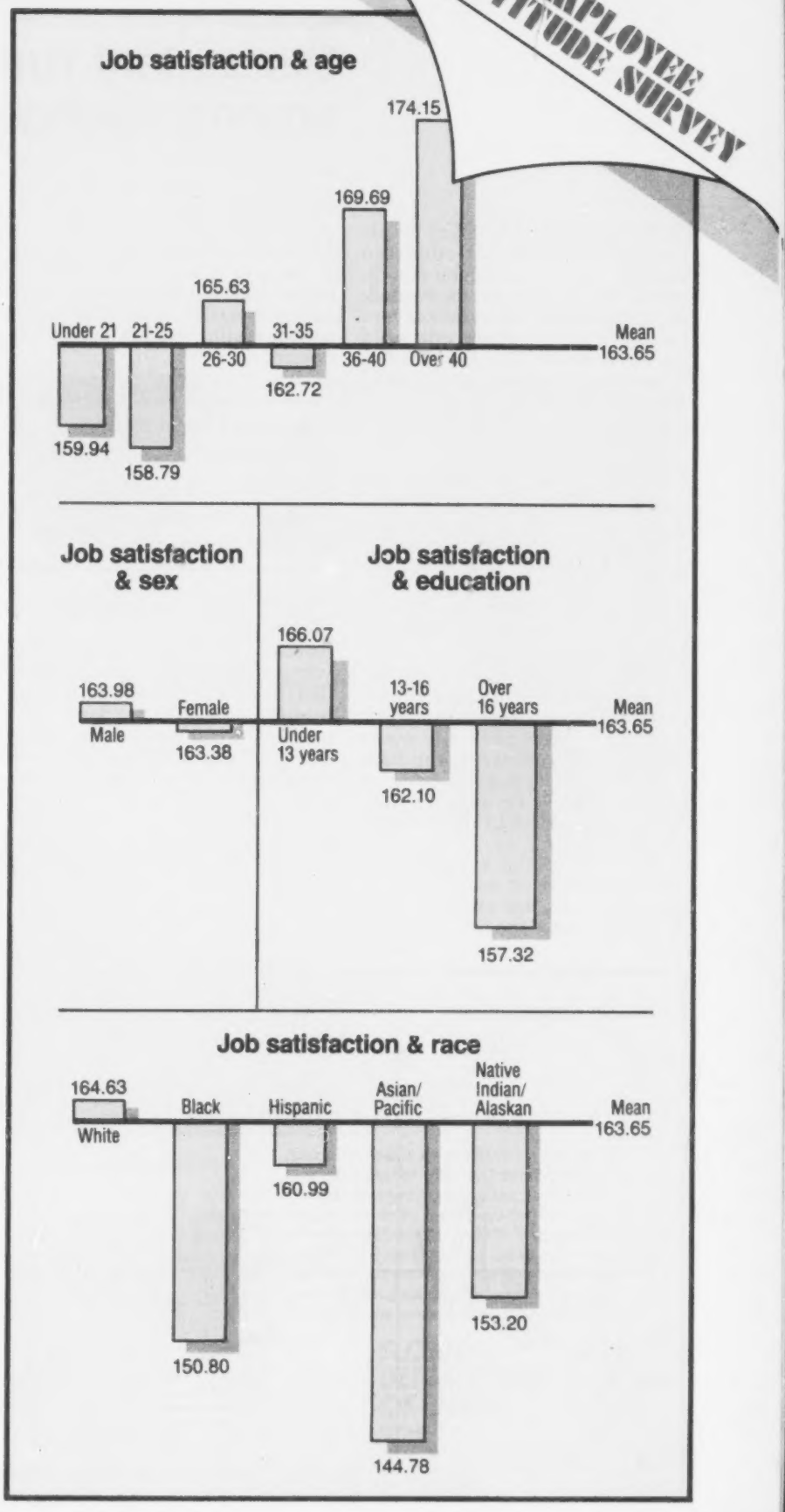
Fewer and fewer managers remain in the same spot over the years. Although two respondents claim 30 years' service at a single store, they are definitely exceptions to the rule. Only 13% of managers have worked in the same store for over seven years, with the average standing at 3.5 years.

Although 43% of store employees intend to carve a career in food retailing—most with their current companies—the statistics vary sharply between management and nonmanagement workers. By far more management people are career-oriented. About 78% of the managers intend to make a career; 65% of the nonmanagers have no plans to continue working for supermarkets.

Full- vs. part-time: Experience shows that the ratio of full-time workers to part-time ones varies widely from supermarket to supermarket. Full-time employees are slightly outnumbered, 49% to 51%.

Among part-time employees, most (39%) work 20 to 35 hours per week. The remaining 12% is employed fewer than 20 hours per week. □

EMPLOYEE ATTITUDE SURVEY



EMPLOYEE ATTITUDE SURVEY

DEMOGRAPHIC ATTITUDE ANALYSIS

Discontent runs high among younger workers

☐ The industrywide effort to attract and hold better-educated workers creates something of a dilemma for top-echelon food retailing executives. Many observers believe that the more educated worker is needed to cope with the increasingly complex nature of store operations, including computerization of many functions, yet the better-schooled worker often proves to be the least happy.

This is the unmistakable pattern that emerges from the study: The more years of formal education the worker has, the lower his or her level of satisfaction is likely to be.

For example, those employees possessing a high school diploma or less have a satisfaction score of 166.07, substantially above the mean satisfaction level of 163.65. Those who have logged one to four years of college experience rank somewhat lower than the mean (162.10), while workers who have completed at least some work in graduate school have a level of satisfaction that is far below average, 157.32.

The 50% of the supermarket work force without college experience shows greater levels of satisfaction in four of the five major job areas covered by the study—work, co-workers, promotions and supervision. Well-educated employees are more satisfied than those with fewer years of formal schooling only in the area of salary. Presumably, better-educated workers are more upwardly mobile within their companies, leading to a better attitude toward pay.

'I wouldn't have felt so mistreated if management had asked us to help. Instead they just told us what to do.'

Is the work challenging? One reason that food retailing is such a "revolving door" may well be that younger workers do not appear to find the work itself sufficiently challenging. Under-25 workers, who presumably fill most of the entry-level positions in the industry, have significantly lower job satisfaction than their older co-workers—and satisfaction with the work is the main troublespot.

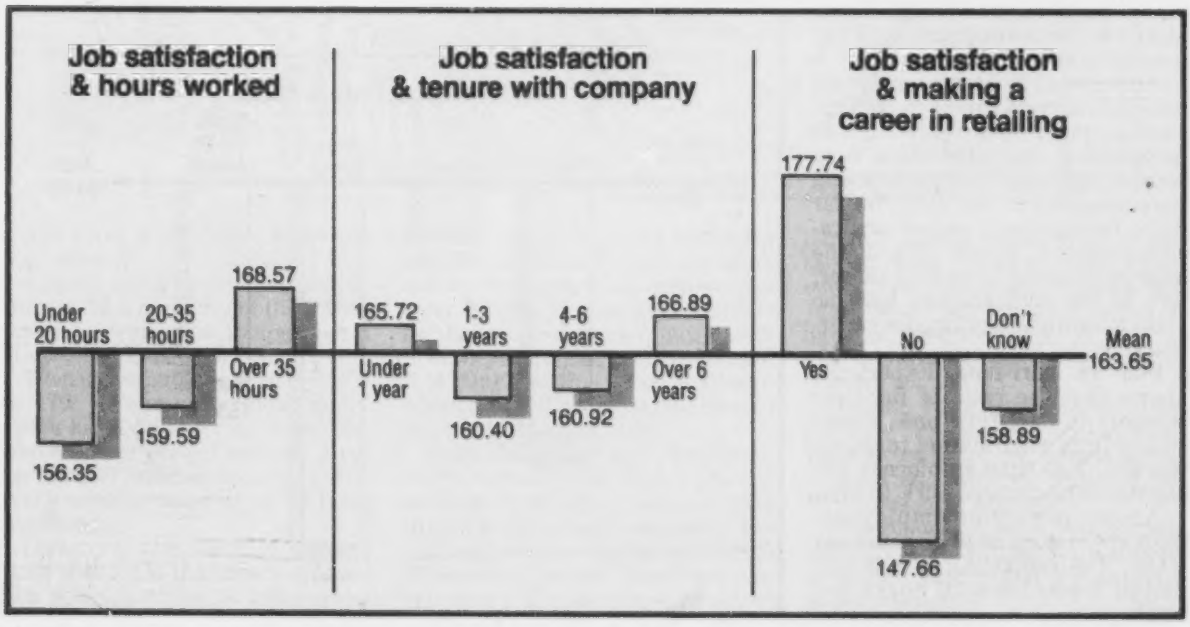
Employees in the 36-40 age group (33.30) and the over-40 segment (34.55) express the greatest pleasure with the work they do. At the opposite end of the spectrum are the under-21-year-olds, with a level of satisfaction with work of just 26.48.

The most dissatisfied group of workers, ranked by age, are those who are under 25 and in nonmanagerial slots. Although younger managers express less satisfaction with the work than do their older colleagues, they are nonetheless more satisifed in this area than any age group of nonmanagement employees.

Young, nonmanagement workers habitually do the necessary, though repetitive, tasks around the store, like stocking the shelves and pricing items. Satisfaction with the work among nonmanagement employees can be expected to improve over the next decade, as store-level automation streamlines—or even eliminates—some of the less exciting duties.

Improving satisfaction with the work among younger employees won't be easy over the short haul. One possibility might be to assign even relatively junior people occasional supervisory responsibility to spice up their work routine.

Sex: Male workers are more satisfied than their female counterparts in food retailing, but this is a deceptive statistic. Overall, men compile a satisfaction score of



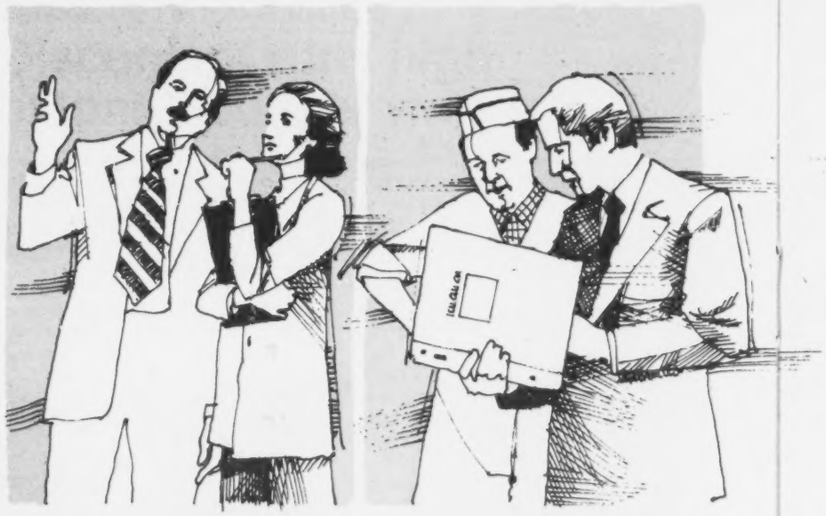
163.98, against 163.38 for women.

However, the results take on a different aspect when further divided between managers and nonmanagers. This makes it obvious that the reason that men as a group are more satisfied is that more of them fit into the management class than do women—and managers are more satisfied, in general, than those whom they supervise.

'I think there should be more opportunity for women to move up into responsible positions.'

In fact, female nonmanagers actually display a much greater level of job satisfaction than do men in comparable positions, by a margin of 162.57 to 158.41.

Among nonmanagers, men and women have roughly the same degree of satisfaction with the work itself. This holds true, though to a somewhat lesser extent, with their attitude toward the supervision they get. However, women are definitely more satisfied than men when it comes to both pay and coworkers.



Promotions is the only area in which male nonmanagers show greater satisfaction on the job than women. This could well be a reflection of the still-restricted opportunities available to women.

Race: The supermarket industry has traditionally provided a way for members of minority groups to get ahead in life. In the past, this meant ethnic minorities such as Jews, Greeks and Italians. These days, "minority" more often refers to nonwhite groups in our society such as blacks, Hispanics and Orientals.

How successfully are the present-day minorities fitting into the industry's work force? The employee attitude study suggests that the results are mixed, but it also provides some hope. Although minority members are, in general, less satisfied than whites, the gap is hardly insurmountable.

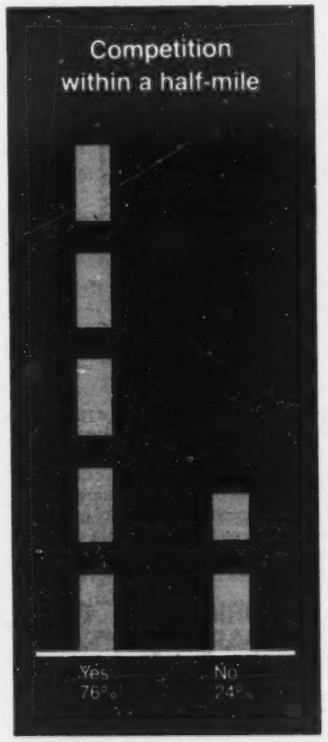
Hispanics have the highest overall level of job satisfaction among nonwhites, 160.99 (vs. 164.63 for whites). Within the nonmanagerial ranks, the gap between Hispanics and whites all but disappears—the scores are 161.45 for whites and 159.27 for Hispanics.

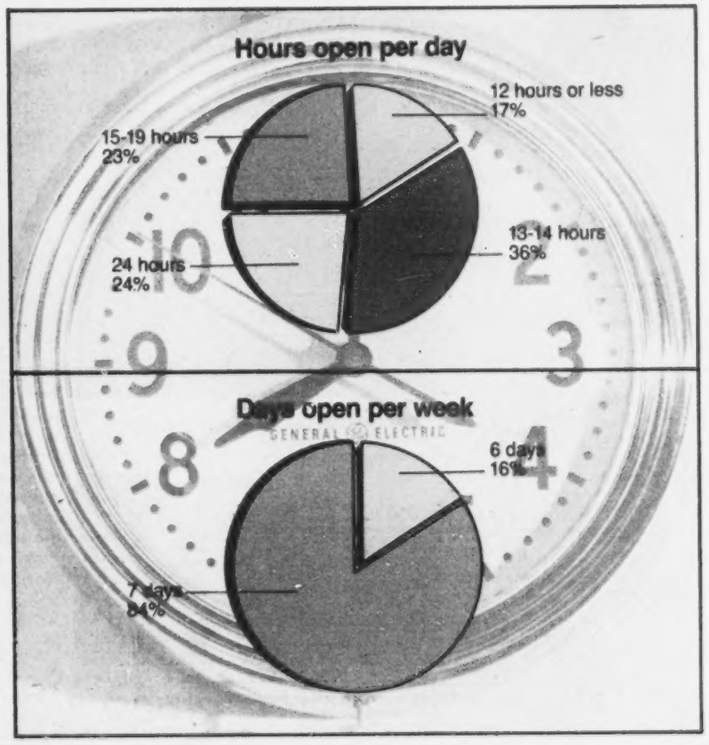
Interestingly, Hispanics show the highest degree of satisfaction of any racial group when it comes to the pace of promotions. They also lead whites in the area of happiness about the work itself.

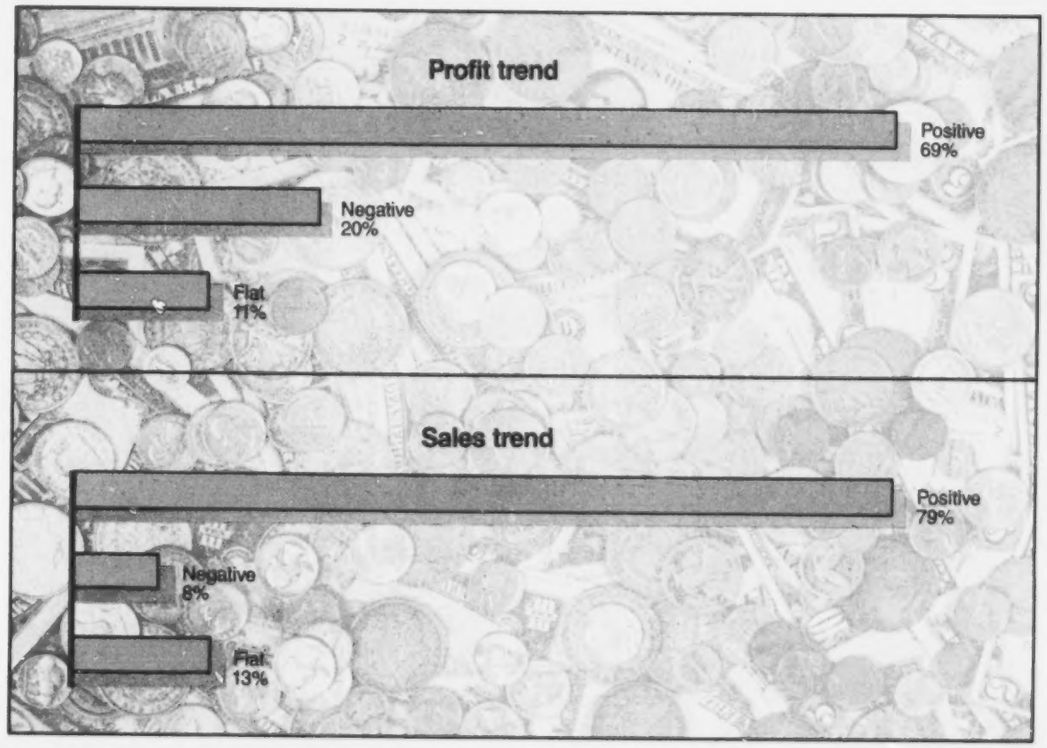
Co-workers, supervision and pay are aspects of the job that provide Latins with a lesser degree of pleasure. Lack of satisfaction with coworkers and supervision could possibly be reduced by a greater push to overcome the language barrier that impedes the work efficiency and upward mobility of some Hispanic workers.

Blacks, the largest single nonwhite group of workers, are significantly less satisfied than either whites or other racial groups. Blacks are less satisfied across the board, but co-workers, pay and supervision are the key areas. Nonmanagement black employees are actually closer to white satisfaction levels than are black managers, but here, too, co-workers and pay are points of dissatisfaction. □

Supermarket industry store profile







EMPLOYEE ATTITUDE SURVEY

ATTITUDE ANALYSIS OF STORE POLICIES

Longer business day has negative effect on workers

☐ Fluctuations on the bottom line of the financial statement provide an objective yardstick for judging the effectiveness of any changes in store operating policies. Unfortunately, supermarket executives have lacked a similarly concrete way to gauge the impact of such policy changes on their own work force.

The results of the employee attitude study indicate that some operations policies which have been adopted by wide segments of the industry in recent years have had a negative effect on the level of employee job satisfaction.

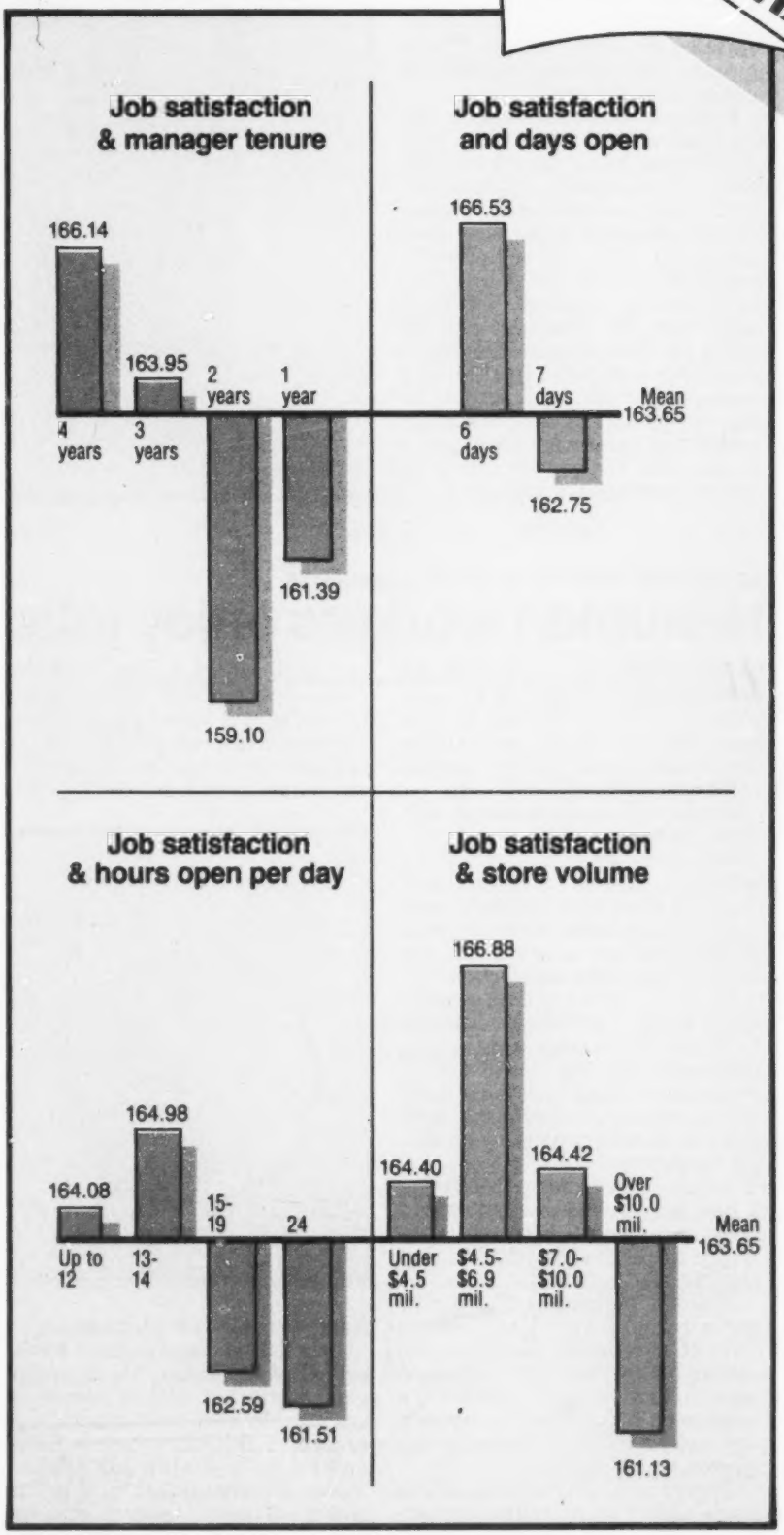
As the "Blue Laws" that mandate Sunday closing for most businesses have fallen by the wayside across the country, seven-day opening has become more the rule than the exception. Today, thanks to competitive pressures and the desire to better serve customers, 84% of the supermarkets participating in the study are open every day of the week.

'The schedules are hard to work because they change every week. It's hard to make plans for any hour, day or evening, for activities outside the job.'

Employees in the remaining 16% of stores that still operate only six days a week are measurably more satisfied than those who toil at supers open every day. Note, however, that employees at seven-day stores still rate close to the industry mean. Thus, a six-day schedule makes employees happier than average, but full-week operation doesn't depress satisfaction levels much below the norm.

Operation hours: As anyone who has ever tried to make a night shift run smoothly probably has guessed already, the number of hours in the business day has more bearing on worker satisfaction than the number of days open.

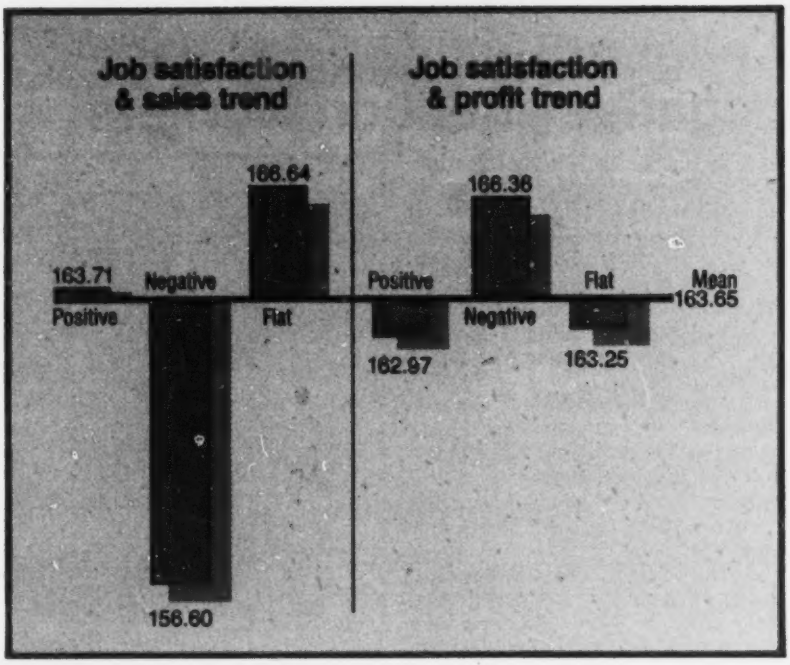
Round-the-clock operation, a customer draw in many markets, produces the lowest level of worker satisfaction. As expected, workers at such stores are more satisfied than average with pay, but they are



considerably less happy about the supervision they receive.

Manager's tenure: The longevity of the store manager is another way in which supervision directly affects worker satisfaction. Veteran managers, who presumably know the store situation inside out, produce the highest level of satisfaction among their workers.

First-year managers inspire the next-best scores, while those with two or three years' experience rate lower. One possible explanation: New store managers are enthusiastic and energetic when they first arrive and make a strong effort to communicate with the people they supervise. As time goes on, managers may lose that edge and fall into a rut that is less satisfying to the store's work force. By the time a manager has been on the job for four or more years, however, experience and knowledge have grown to the point where they offset the lack of freshman enthusiasm. □



ATTITUDES TOWARD UNIONS & BENEFITS

Nonunion workers enjoy jobs more

□ The industry's labor leaders, so prone to claim credit for any improvement in conditions for the rank and file, should re-examine their efforts in light of the findings of the employee attitude study.

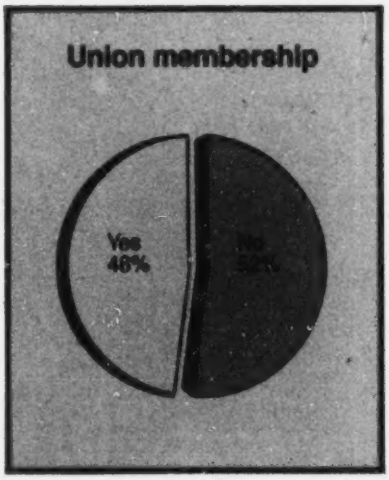
Workers in nonunion stores, 52% of the survey sample, are significantly more satisfied than those who belong to a union. Government statistics show that unionists earn more than nonunion members, so it is clear that pay alone is not the ticket to employee satisfaction.

Of course, good pay *does* contribute to worker satisfaction. It would be naive to claim otherwise. Yet the inescapable conclusion is that other factors, including the work itself and the quality of supervision, have more to do with promoting on-the-job happiness.

It may surprise some that giving a raise may not be the best way to boost satisfaction. A raise will increase the level of satisfaction, but the gains fade quickly.

Within three months after receiving a raise, the typical worker's level of satisfaction plummets. So unless a supermarketer wants to pass out raises every quarter, he must seek other ways to increase the satisfaction of those on his payroll.

Supervision, not pay, is the key to explaining why nonunion workers are more satisfied than unionized ones. In the study, much higher percentages of union than nonunion employees respond affirmatively to positive statements about supervision when asked to relate such comments to their own job situations.



Only half of the unionized workers believe their supervisors praise good work, but 61% of nonunion workers say that their supervisors reward good work, schedule fairly and formally review job performance. In large measure, it is this climate of communication that results in more satisfaction for nonunion workers than for those who habitually deal with management through the buffer organized labor creates.

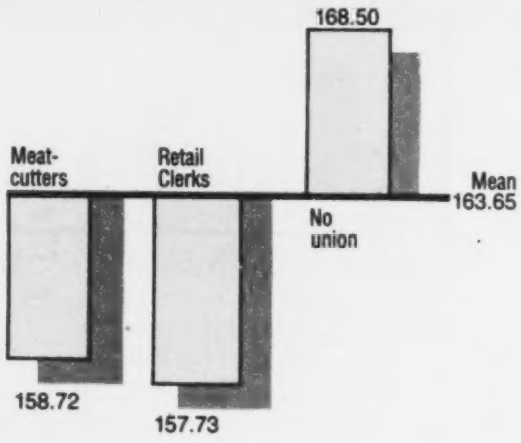
Merit raises: Workers are definitely more satisfied that good job performance will be recognized by supervisors and rewarded by management. Accordingly, companies with provision for merit pay increases have more satisfied workers than those firms that don't.

Worker response to merit raises should touch off warning sirens for labor leaders. The only thing worse than the absence of a mechanism to award merit raises is prohibition of the practice by union contract. Workers in this situation have a satisfaction score of 161.07, compared to 166.27 for those employed by supermarkets that give merit raises and 163.93 for workers at stores where they are not given, but not expressly prohibited, either.

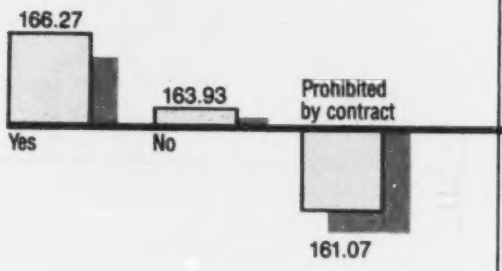
Organized labor often seems to take the position that it should be the only source of gains for its members. This attitude is shortsighted. It now appears that this stance on the question of merit raises may be building up a reservoir of resentment within the ranks of unionized supermarket personnel that could pose problems for labor in the future. □

EMPLOYEE ATTITUDE SURVEY

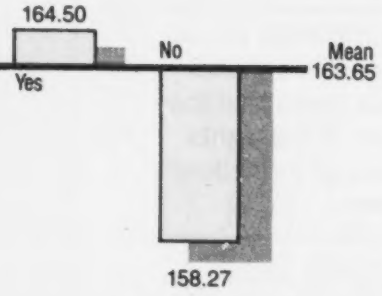
Job satisfaction & union membership



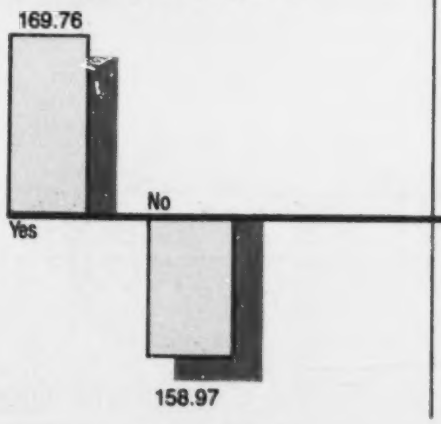
Job satisfaction & merit pay increase provision



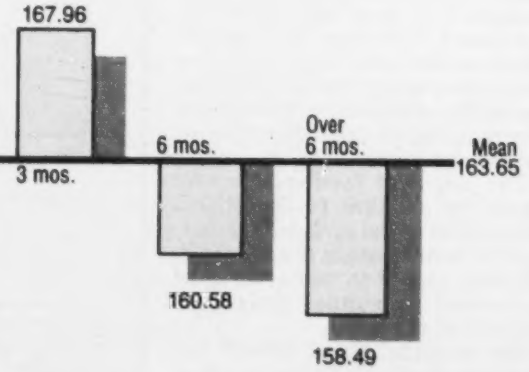
Job satisfaction & profit-sharing for managers



Job satisfaction & profit-sharing for hourly employees



Job satisfaction & time since last raise



EMPLOYEE ATTITUDE SURVEY

PERSONNEL POLICIES

Programs fizzle at the store level

☐ Supermarket companies spend millions of dollars on personnel-oriented activities, but are they really getting their money's worth? To judge by the effect some of these programs have on employees' job satisfaction, the answer must be a resounding "No!"

Affirmative action offers a pointed example of the problem. Although 53% of the food retailing operations participating in the study

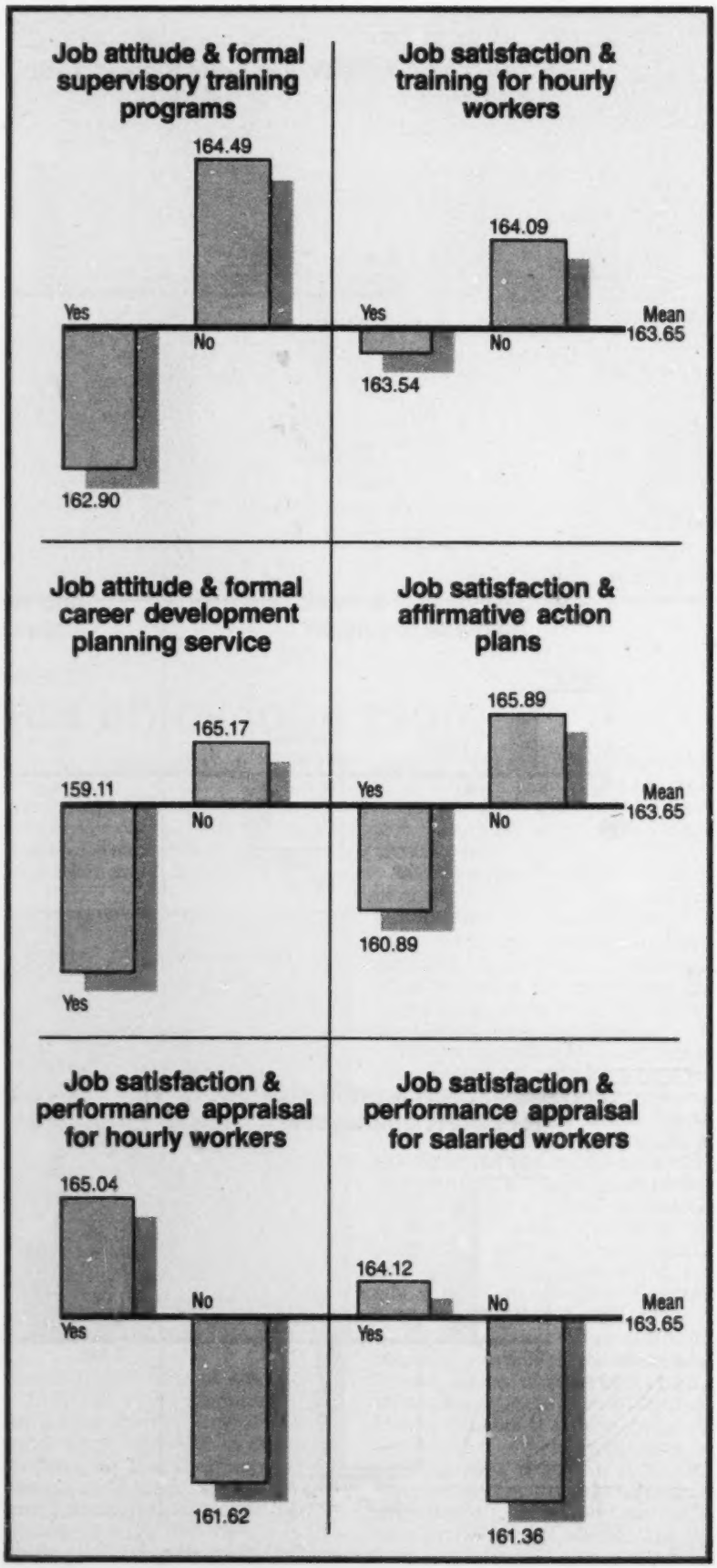
'Most companies are so busy trying to achieve corporate goals that they lose sight of the rights and needs of individual employees.'

have affirmative action plans, the results can only be characterized as spotty at best. Women are underrepresented at the management level, and minority group members evidence areas of frustration that are not getting treated by corporately sponsored affirmative action thrusts.

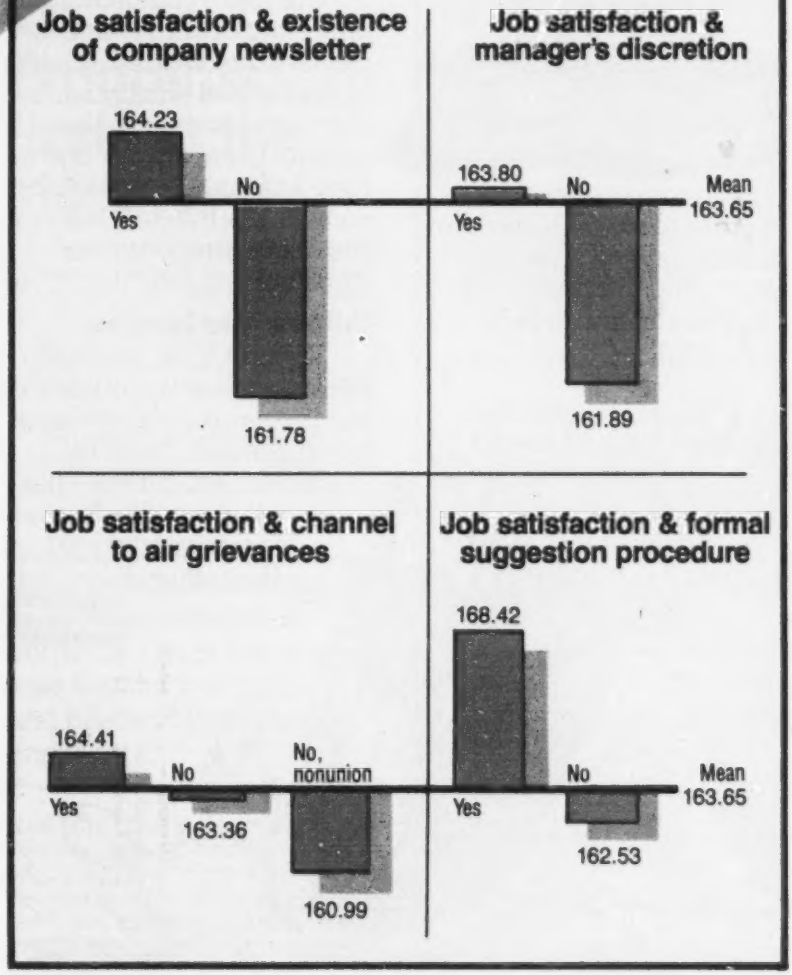
Even worse, the level of job satisfaction is actually lower at supermarkets that have affirmative action than it is at stores that are not active in this area. This should be viewed as a worker reaction against the quality of implementation of the program, rather than an attack on the concept itself.

The negative feedback is not caused by a desire to perpetuate inequalities in the system. The fact that the same pattern of apathy exists with regard to much less controversial personnel programs makes this obvious.

For example, about 25% of the food retailing companies studied have instituted formal career devel-



EMPLOYEE ATTITUDE SURVEY



opment programs. Yet these efforts have no discernible impact on job satisfaction in the work force. In fact, the results are completely the reverse. Workers at companies with career planning and development setups have a lower level of satisfaction, just 159.11, than those employed by firms that are inactive in this area.

Worker training yields yet another instance. Logically, better training for managers should lead to greater satisfaction for those who work under them. Unfortunately, it doesn't quite work out that way. Satisfaction scores are lower, not higher, at stores with supervisory training (about 53% of the companies).

Does anything work? Programs that aim at increasing the communication between management and its work force often have a positive effect on satisfaction. Performance appraisal procedures for hourly workers, functioning at 51% of supermarkets, have a strong positive effect. Workers who get periodic review have a satisfaction level of 165.04, vs. 161.62 for those who don't.

Establishing a formal suggestion procedure is one of the easiest ways for a retailer to improve employee satisfaction. Anyone who doubts workers' desire to communicate with management should check the disparity in satisfaction level between workers at companies with suggestion systems and those at companies without such a system.

Even issuing a company newsletter can increase worker satisfaction. It makes company personnel feel that the bosses are doing something—and that they are involved with the needs and desires of the firm's work force. □

ATTITUDES BY JOB TITLE

Work adds most to employee satisfaction

□ It will probably surprise no one to learn that managers have a higher level of job satisfaction than nonsupervisory workers, or that the store manager is by far the most satisfied employee in the supermarket. The really intriguing question—one that has far-reaching consequences for the food retailing business as a whole—is: What makes workers in one job more satisfied than others who perform a different function?

Many supermarket middle- and top-echelon executives probably believe that they already have the answer to this one. The difference in salary between managers and nonmangers, they would say, explains the difference in job satisfaction.

That may indeed sound like the obvious answer, but the employee attitudes study strongly indicates that it is not the correct one. Rather, analysis shows that the work itself, not pay, is the most important factor contributing to worker job satisfaction.

Collectively, store-level managers compile a satisfaction score of 182.94, which is substantially above the supermarket industry average of 163.65. Nonmanagement personnel, meanwhile, have an average level of satisfaction of 160.58.

Satisfaction index: Five major components—work, promotions, co-workers, pay and supervision—are totaled to derive the satisfaction index. Breaking down satisfaction scores to their component parts shows that although managers are more satisfied with their pay than are the people whom they supervise, the difference is relatively minor in light of the disparity between the totals for each.

EMPLOYEE ATTITUDE SURVEY

Similarly, managers and nonmanagers aren't all that different when it comes to their degree of satisfaction with co-workers and supervision. Nonmanagers' scores in these two areas, taken together, are only 4.85 below the managers.

The difference in satisfaction levels between managers and nonmanagers really boils down to just two areas: work and promotions. These two areas account for nearly 68% of the difference.

The attitude toward the nature of the work itself is the single most important determinant of overall satisfaction. For example:

- 77% of assistant store managers believe their work is "creative"; only 35% of bakery clerks share this opinion.
- 78% of store managers characterize their work as "fascinating"; only 25% of checkers feel this way.

The importance of the employees' attitude about the work itself becomes even clearer when the satisfaction levels of three sets of paired jobs are examined. Butchers are more satisfied than meat wrappers, checkers more so than baggers and bakery production workers more than bakery clerks.

Yet, the differences in pay between the members of each pairing is not the primary cause. In fact, in two out of three cases, the holders of the secondary jobs have more positive feeling about their pay.

Promotions, as previously mentioned, is the other area in which the attitudes of managers and nonmanagers diverge sharply. This reflects the fact that company management does much more to monitor and evaluate salaried workers than hourly employees. There appears to be a feeling among nonmanagers that the people in charge are not keeping in touch enough, and this undoubtedly accounts for the more negative feelings about their promotion potential expressed in the study. □

Job satisfaction: managers vs. nonmanagers

	Work	Promotions	Co-workers	Pay	Supervision	Total
Managers	36.61	31.89	40.11	32.63	41.70	182.94
Nonmgrs.	29.23	25.09	38.89	29.72	39.05	160.58

Job satisfaction: by job title

Store mgr.	39.49	35.95	43.21	38.02	45.87	202.55
Ass't. store mgr.	36.75	35.04	40.16	34.05	41.55	187.55
Dep't. mgr.	35.82	29.84	39.28	30.76	40.66	176.35
Mgt. trainee	33.25	34.75	39.15	31.56	41.80	180.51
Checker	26.33	23.84	38.74	32.39	37.12	158.42
Bagger	24.93	27.27	38.60	25.52	36.66	152.98
Butcher	33.63	28.02	40.37	27.26	37.28	166.55
Meat wrapper	29.72	20.82	40.84	28.19	39.50	159.07
Bakery prod.	33.15	25.46	40.37	25.66	38.93	163.57
Bakery clerk	27.54	21.70	39.50	25.67	39.23	153.63
Grocery clerk	27.10	26.58	36.62	28.94	36.81	156.05
Produce clerk	31.00	27.76	40.93	29.71	38.26	167.65
Deli clerk	28.80	24.37	39.87	28.45	39.74	161.23
Dairy clerk	27.82	24.37	35.47	26.98	36.55	151.18
Maintenance	27.43	22.97	34.34	26.23	36.91	147.89
Receiving	31.54	28.08	37.42	26.36	38.76	162.16
Bookkeeper/ courtesy clerk	31.67	26.65	39.43	35.25	41.32	174.32
Other	30.55	27.59	39.92	30.40	40.84	169.30
Avgs.	29.39	26.55	39.04	30.12	38.54	163.65

Acknowledgements

A major portion of the Employee Attitude Survey was funded by TV Guide, *with additional funding provided by Lebhar-Friedman Publications Inc. The study was conducted by SHR International Inc., Mill Valley, Calif.*

Findings of the Employee Attitude Survey will be presented this month in Las Vegas, Nev., at the annual Food Marketing Institute Mid-Winter Executives Conference.

The participants

A total of 85 supermarket companies participated in the 1980 Employee Attitude Survey. Almost 19,000 questionnaires were sent to employees in 264 stores operated by the 85 companies, in 44 states.

There are 39 single-store participants:* ABC Markets, Bashas Market, Brockelmans Market, Buehler Food Markets Inc., Cash and Carry Foods Inc., Consumers Market, D&W Food Centers Inc., D'Agostino Supermarkets, Dan's Foods Inc., EW James and Sons, Easter Enterprises, Farmers Union Co-op Assoc., Flotken's Market, Foods Company Markets Inc., Grand Central Markets Inc., Great Scot Inc., Gromer Super Markets, Harold Friedman Inc., Hillman's Inc., King's Super Markets, Lewis & Coker Inc., Lloyd's Shopping Centers Inc., "M" System Food Stores Inc., Nuway Market Inc., O'Neil's Marketing Inc., Phillip's Food Centers Inc., Piggly Wiggly Puget Sound Co., Price Brothers Inc. Rodhes IGA Foodliners, Ronetco Supermarkets, Scotchmons Stores, Scotts Corner Market Inc., Sooner Foods inc., Supermarkets of New Mexico, Tradewell, Wally's Inc., Western Supermarkets, The Westside Market.

There are 37 multistore participants:* Albertson's Inc., Allied Supermarkets, Big Bear Stores Co., Brockton Public Markets Inc., The Cullum Companies Inc., Food World Inc., Foodarama Supermarkets Inc., Giant Food Inc., Giant Supermarkets Inc., The Great A&P Tea Co., Hannaford Bros. Co., Jitney Jungle Stores of America, The Kroger Co., Marsh Supermarkets Inc., Mayfair Supermarkets Inc., Fred Meyer Inc., Milgram Food Stores Inc., John C. Groub Co., Nash-Finch Co., National Tea Co., Piggly Wiggly Southern Inc., Price Chopper Supermarkets, Publix Super Markets Inc., Ralph's Grocery Co., Red Food Stores Inc., Red Owl Stores Inc., Schnuck Markets Inc., Seaway Food Town Inc., Sentry Markets Inc., Shopwell Inc., Smith's Management Corp., Star Supermarkets Inc., Stop and Shop Companies, Supermarkets General, Thorofare Markets Inc., Tradewell Stores Inc., Von's Grocery Co.

* Several organizations asked to remain anonymous.